



The successful Dürr sales with
the Augustoni Method[©]



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Dürr has experienced a boom the last years as a worldwide machine and plant construction business. This is due in large part to the considerable values that have been created for their customers, employees and shareholders. The share price has increased eighteen fold, EBIT margin has reached values of 8% and orders have doubled since 2009. Besides a number of individual measures in the product, personnel and market area, the application of the Augustoni Method® was crucial for this development.

• Starting point

Even before the crisis of 2009 it was clear that Dürr needed to reorganise and train their sales department. The objective was to exploit existing market opportunities and increase margins and formulate customer benefits, in order to increase customer satisfaction and create a sales team by unifying the globally active sales staff from different backgrounds and ages with different skill sets.

The specifications which were selected to set up the appropriate training and coaching programme were made up of the following:

- The training must be applicable worldwide.
- The programme has to provide the basics of strategic sales.
- The training should lead to a consensus of the international sales team.
- The whole value creation process from acquisition to service must be covered.
- The previous technical «sales by conviction» must be converted to a team-oriented sales focussing on customer benefit and sales strategy.

More than 80 sales trainers have been faced and assessed based on this request packet. One of these trainers was Bruno Augustoni. Something completely unexpected happened in his interview. The other coaches usually had prepared presentations and videos for their interview with the selection team consisting of Human Resources, Marketing and Sales Management. Bruno Augustoni, however, did something completely different during his interview. Completely unnoticed, he managed to make the members of the selection team speak instead of speaking himself. He applied his methodology one on one. And at the end of the interview Bruno Augustoni surprisingly, asked the question «May I assume that, if I convey all these points in my training, I get the job?» A question that could be answered by all those present only with «Yes».

This surprising interview was the first contact between Dürr and the Augustoni Method® and it was so successful that for over 5 years, the entire global sales teams have been trained consistently in all business units according to the Augustoni Method®.

• The Augustoni Method®

The application of strategic, tactical and structural elements of the Augustoni Method® allows Dürr sales to achieve their goals in terms of sales completion more quickly and at the same time to measurably increase the margin through systematic and efficient approaches and attitudes.

The following factors are crucial to sales success:

• Acquisition

He who doesn't acquire, risks the future!

In the past, the salespeople at Dürr were often only relationship managers and the customer acquisition was usually limited to waiting for tenders, which were then accepted for calculation. So Dürr were receiving enough orders, however, the quality of margins, competitive edge, and especially the differentiation from competition were missing. Through the Augustoni Method® the sale teams have learned to discuss with customers benefits early on, to position the products and especially to identify projects where the customer is particularly appreciative of the advantages of the company. This gives sales a price advantage from the customer or they are able to achieve higher margins using simpler and more cost-effective solutions. Today, topics of future projects are already discussed with the customer through which Dürr gains a significant competitive edge in the contract award process.

• The salesperson

It's the person that makes all the difference!

For years discussing only technology with the customer was a sale strategy. Due to their long history in technical areas this was the perfect type of sales approach for the sales staff. Now we discuss the uses with the customer the technology offers them to achieve their goals. It's no longer technology for the sake of technology, but rather reducing unit costs, safe start-up curves, more flexible productions, sustainable energy savings and avoiding CO² are themes in sales.

To implement this reasoning with the customer successfully, real cases from daily business were described and corresponding customer pitches

were simulated, studied, critiqued and repeatedly practiced. The handling of various customer behavioural styles, from positive to negative, from friendly to aggressive were simulated so that every salesperson could acquire the tools they may need for their daily work with customers and which are applicable regardless of hierarchies and cultural characteristics.

In tailor-made training sessions and with special selling methods an argumentation emphasizing the benefits was developed that reduces the technical aspects in the sales pitch and professionalises the sale, in order to attain higher margins and better customer satisfaction.

The application of the Augustoni Method[®] has convinced both the highly competent engineers at Dürr and the «old hands» in sales, not only in Germany, but rather worldwide. Trainings in the respective national language as well as in transnational units have lifted the salespeople at Dürr to a whole new level of professionalism.

• The sales process

Buying comes from the heart not from the head!

In sport, as in work, or anywhere where a top performance is required, a professional approach is required. While process are constantly analysed and optimised in all areas of the company, the process mentality in sales was rather weak. However, this sales process by Augustoni allows:

- to professionally and quickly identify lucrative jobs
- to significantly accelerate sales completion and above all
- to identify the customer's preferences at a very early stage of the process to make the right decision.

Effectiveness and efficiency are remarkably increased which means unnecessary efforts are reduced and illuminated.

• Negotiation strategy

Nobody is interested in the product!

«We'll discuss that tomorrow in the car on the way to the negotiation!» was standard practice in sale and is now a thing of the past. Every customer pitch is accurately prepared, using the sales strategy of the Augustoni Method[®]. This methodological framework includes to define initial questions as well as to formulate questions that open the customer to the sale pitch. Salespeople have learned to let the customer speak or to encourage the customer to speak because being allowed to speak is usually perceived

as something positive by customers. Alongside other improvements in argumentation, realizing that you make mistakes when speaking a lot, was probably the biggest change in the sale work according to the Augustoni Method[®]. Most sales people like to speak and love to present. That has changed at Dürr. With the help of the sales strategy the completion of the sale is in the foreground and the identifiable successes prove the method right.

• The sales team

A chain is only as strong as its weakest link!

International sales teams at Dürr are generally made up of 6 to 20 employees, some of which are complemented by the top management. In these teams there are cultural, individual, and linguistic differences as well as hierarchical differences. The Augustoni Method[®] teaches how to organize these teams, to define clear communication with clients as well as structure «discussions» of the group. Here, a good preparation is once again the key to success. Designation of «the moderator» and the «diamonds», taking into account customer and country specifics was continually practiced and is now being implemented successfully, resulting in efficiency being significantly increased. Also, it was interesting to see that the Augustoni Method[®] works anywhere in the world. Despite cultural differences that need to be depicted and respected by the sales team, the approach always remains the same, whether in India, China, Brazil or Stuttgart.

The holistic Augustoni Method[®] is an ALL-IN-ONE training program, which increases the quickness, the professionalism as well as the sales success and in which all those directly or indirectly participating in sales process are trained:

- internal and external salespeople
- sales engineers and project managers
- product managers
- key account managers and service employees
- sales and service managers
- board and managing directors

The boost and success of Dürr prove the Augustoni Method[®] right.

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